

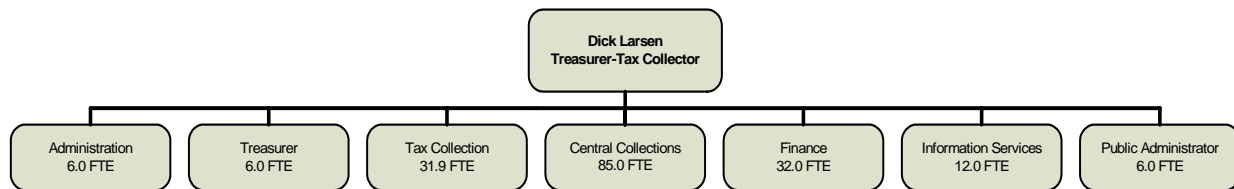
TREASURER-TAX COLLECTOR/PUBLIC ADMINISTRATOR

Dick Larsen

I. MISSION STATEMENT

The mission of the San Bernardino County Treasurer-Tax Collector's office is to conduct County business in a fair, courteous and professional manner that is open and accessible to citizens, the business community, and other public agencies. This office will utilize current and evolving technology to enhance services and improve the reach of those services throughout the region. We will operate efficiently to deliver the highest quality services at the lowest possible cost to the taxpayers of San Bernardino County.

II. ORGANIZATIONAL CHART



III. SUMMARY OF BUDGET UNITS

	2005-06				
	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
Treasurer-Tax Collector/Public Administrator	18,295,073	14,955,679	3,339,394		179.9
Redemption Maintenance	151,960	-		151,960	-
TOTAL	18,447,033	14,955,679	3,339,394	151,960	179.9

IV. DESCRIPTION OF MAJOR SERVICES

The Treasurer-Tax Collector/Public Administrator is responsible for:

- Collecting of property taxes.
- Performing the county's treasury function.
- Providing a collection service for the county as well as to provide accounting and collections of court ordered payments.
- Administering property of persons who are deceased and no executor or administrator has been appointed.

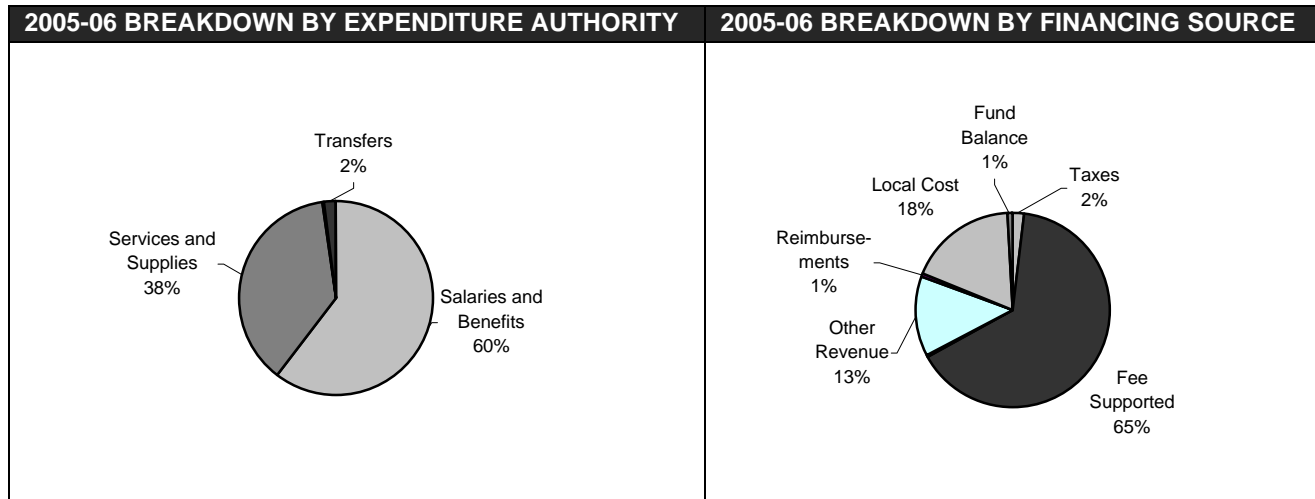
The tax collection function involves the collection and accounting of property taxes for all county taxing entities that amounts to almost \$1.5 billion in property taxes and other fees.

The Treasurer is also responsible for the investment of the county investment pool, which includes county funds and all school districts within the county, as well as providing banking services for these agencies. The Treasurer currently manages assets of almost \$3.2 billion.

The Treasurer-Tax Collector's Central Collections Division expects to collect more than \$45.0 million for the year ended June 30, 2006. The majority of these collections are from court-ordered fines and the Arrowhead Regional Medical Center's delinquent accounts receivable.



V. 2005-06 BUDGET



VI. GOALS & 2006-07 OBJECTIVES AT CURRENT FUNDING LEVELS

GOALS	2006-07 OBJECTIVES
1. Manage the county treasury function in a safe, effective and efficient manner.	A. Maintain the highest possible credit rating from the three major rating agencies for the county investment pool.
2. Collect property taxes in an effective manner with a focus on customer service.	A. Meet or exceed the average collection rate of comparable counties for secured property taxes. B. Meet or exceed the average collection rate of comparable counties for unsecured property taxes. C. Increase electronic payments of property taxes by taxpayers through the use of E-check and credit card.
3. Investigate and administer the estates of decedents with care and professionalism.	A. Decrease the average investigation period of decedents. B. Decrease the average estate administration period.

The goals and objectives of the Treasurer-Tax Collector/Public Administrator were selected to assist the department in accomplishing its mission. These goals and objectives correspond to the main functions of the department, which include: 1.) treasury management; 2.) property tax collection; and 3.) investigation and administration of decedent's estates.

The primary goal of the treasury function is to provide for safe and effective management of the cash and investments in the county's investment pool. The objective selected to meet this goal is the maintenance of the highest possible credit rating from the three major credit rating agencies (Fitch, Moody's, and Standard and Poor's). The objective is attained through the formulation and follow-through of sound financial policies and procedures. The achievement of this objective will demonstrate the department's ability to effectively meet the goal of a safe and effective treasury.



The primary goal of the property tax collections function is to collect property taxes for the county and other taxing agencies while providing taxpayers with a professional and convenient payment experience. Two of the objectives selected to meet this goal involve meeting or exceeding the average secured and unsecured collection rates of comparable counties within the State of California. These objectives indicate the ability of the department to meet its goal of effective property tax collections. In addition, the department's goal is further met by the offering and promotion of electronic methods of property tax payments, including credit card and e-check payments via the internet and an Interactive Voice Response (IVR) system.

The primary goal of the Public Administrator function is the timely investigation and administration of the estates of decedents. The objectives selected to assist in meeting this goal include a reduction in the amount of time taken to investigate and administer estates. Professional investigations and administration must occur in a timely manner for the department's goal to be achieved.

VII. PERFORMANCE MEASURES AT CURRENT FUNDING LEVELS

OBJT.	MEASUREMENT	2006-07 (Projected)
1A.	County investment pool rating.	Moody's - Aaa, Standard and Poor's-AAAF, Fitch-AAA.
2A.	Meet or exceed the average collection rate of comparable counties for secured property taxes.	≥ 97.6% secured property tax collection rate.
2B.	Meet or exceed the average collection rate of comparable counties for unsecured property taxes.	≥ 94.9% unsecured property tax collection rate.
2C.	Number of electronic property tax payments through E-check and credit card.	10% Increase (increase of 5,000)
3A.	Average amount of time necessary to close the investigation of decedents.	3% Decrease
3B.	Average amount of time necessary to close the administration of estates.	3% Decrease

VIII. GOALS & OBJECTIVES IF ADDITIONAL FUNDING (POLICY ITEMS/NEW FEES) IS APPROVED

GOALS	OBJECTIVES
Maintain the ability to collect property taxes in an efficient and effective manner while still providing excellent customer service to the taxpayers	<p>Increase and reclass support staff for the following:</p> <ul style="list-style-type: none"> • 12.0 part-time Unclassified Office Assistant II positions (6.0 FTE) • 2.0 Office Assistant II positions • 4.0 Office Assistant III positions • 1.0 Fiscal Specialist position • 1.0 Fiscal Assistant position • 1.0 Business Systems Analyst III position • 1.0 System Support Analyst III position • Reclassification of Tax Collector Accounting Manager position to bring in into equity with other positions with equivalent responsibilities • Reclassification of Tax Sale Supervisor <p>Increase equipment and services and supplies (including start-up costs for the Victorville satellite)</p>



GOALS	OBJECTIVES
	<p>office and telecommuters) to support the above positions.</p> <p>The increase in staffing is requested to support additional workload volume resulting from increased real estate activity in the County.</p> <p>Additional funding request may be included for expanded collection effort on delinquent secured and unsecured property taxes. Increased collections will result in increased general fund property tax revenues more than sufficient to offset the increased funding request.</p> <p>Additional amount requested: \$1,177,738 (including \$217,250 in one time start-up costs)</p>

If there are questions about this business plan, please contact Annette Kerber, Asst. Treasurer-Tax Collector/Public Administrator, at (909) 387-6372.



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